

**Department of Commerce Report
Succession Planning Management Program:
Results through Recruiting, Retooling, Leadership Development, and
Workforce Training and Development**

BACKGROUND

The Department of Commerce and its component bureaus create the conditions for economic growth and opportunity by promoting innovation, entrepreneurship, competitiveness and stewardship. The Department of Commerce's mission is linked directly to encouraging the economic growth that benefits all American industries, workers and consumers; enhancing technological leadership and environmental stewardship, and advocating market growth strategies. The responsibilities of the Department of Commerce are to foster U.S. business and industry; stimulate international trade; measure and analyze social development and economic activity; advance our nation's scientific and technological capabilities; and understand, predict, and protect the natural environment. The Department of Commerce has over 38,000 employees and is comprised of the following bureaus:

Bureau of the Census	International Trade Administration
Bureau of Economic Analysis	Minority Business Development Agency
Economic Development Administration	Technology Administration
Office of the Secretary	Bureau of Industry and Security
Patent and Trademark Office	Economics and Statistics Administration
National Institute of Standards and Technology	
National Technical Information Service	
National Oceanic and Atmospheric Administration	
National Telecommunications and Information Administration	

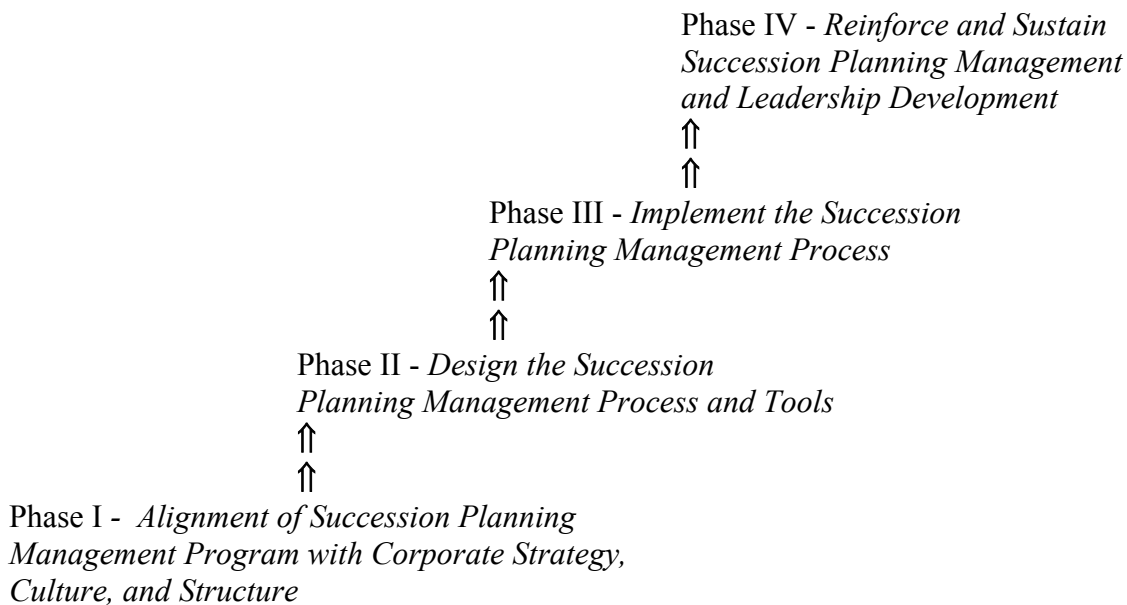
The Department of Commerce Workforce Restructuring Plan Aggregate Submission for FY 2003 through FY 2007 listed three crosscutting issues as the most urgent and formidable human capital challenges currently faced by the Department:

- High rates of turnover expected in most mission critical occupations during the next five years,
- Projected surge in retirements among the Senior Executive Service (SES) managers, and
- Strengthen competencies in technical, general, and leadership areas to address mission changes, e-Government initiatives, and changes to the workforce such as competitive sourcing.

The bureau representatives for human capital planning and management are responsible for developing and deploying tools and techniques for Department-wide succession management. The group of senior managers has defined succession management is a dynamic, continuous process of systematically identifying, assessing, and developing leadership talent to ensure the Department's capacity to meet future strategic tasks.

APPROACH

In order to ensure that leadership growth within the Department of Commerce keeps pace with organizational growth, a multi-step process was employed. The process began with analysis of data and contracting for the services of the HayGroup (Arlington, VA) to produce a succession planning and organizational assessment report. The report recommended a comprehensive approach as follows:



As a part of the analysis to align the succession planning management program with corporate strategy, culture, and structure and design the process and tools, we identified the mission-critical occupations for the Department of Commerce. Positions identified as mission critical include those positions that are in line with accomplishing Departmental objectives as defined by the bureaus and where high attrition rates are anticipated over the next few years. Bureau representatives continue to participate in the process of annually validating mission-critical occupations for future workforce restructuring planning, recruitment and retention planning, and succession planning. The senior managers review the list of occupations by grade level and provide data on specific recruitment needs, competency gaps, and retention or succession needs.

The list of mission-critical occupations includes a variety of positions in the technical, scientific, legal, and administrative areas as follows:

Economist	0110	Misc. Administration & Program	0301
Attorney	0905	Gen. Business & Industry	1101
Statistician	1530	Physical Scientist	1301
Meteorologist	1340	Patent Administration	1220
Fishery Biologist	0482	Information Technology Specialist	2210
Oceanographer	1360	Mathematical Statistician	1529
Physicist	1310	Management & Program Analyst	0343
Electronic Engineer	0855	Trade Specialist	1140
Patent Examiner	1224	Hydrologist	1315
Gen. Compliance	1801	Chemist	1320
Human Resources	0201	Telecommunications Specialist	0391

Additionally, we conducted a search of the literature, benchmarked the Office of Personnel Management (OPM), conducted interviews with managers and other employees, and conducted focus groups with employees at all levels to identify the competencies for the Department of Commerce. The competencies (Attachment 1) are based on the OPM Executive Core Qualifications (ECQs), including the 27 definitions.

STRATEGIES EMPLOYED

The process of implementing the succession planning manager program included employing strategies such as the recruitment of leaders, retooling current leaders, comprehensive training and development of future leaders in formal programs, and general workforce training and development for employees at all levels.

- **Recruitment of leaders**
Recruitment of leaders included hiring a total of 2150 employees in the series for the mission critical occupations during FY2003 and FY 2004. The Department is actively involved in recruiting and staffing efforts to increase the number of persons with leadership skills. The recent change to a new automated hiring system (Quick Hire) is expected to facilitate the process of attracting and hiring high performers.
- **Retooling of current leaders**
The Department offers Leadership Seminars that are specifically designed to provide training opportunities to employees at the GS-7 through GS-15 and

equivalent levels. These sessions are very interactive and include experts from the field of leadership as the instructors.

Additionally, the Learning Management System (LMS) offers over 1,100 courses on-line. About 110 of these courses contain information that is particularly suited to prepare employees to assume leadership roles in the operating units throughout the Department.

Employees have the opportunity to request detail assignments to acquire knowledge and skills in areas throughout Commerce. Many of these arrangements are made as a part of the development and approval of the Individual Development Plans. Management supports the cross-training of employees to increase the pool of leaders.

- Training and development of future leaders (Attachments 2 through 12)
The Department of Commerce used the workforce analysis data to plan and implement three leadership programs. The Senior Executive Service Candidate Development Program (SES CDP) includes 35 senior managers at the GS-14 and GS-15 levels and equivalent (Attachments 2,3,4). The Executive Leadership Development Program (ELDP) is preparing 35 leaders at the GS-13 and GS-14 levels and equivalent (Attachments 5,6,7). The Aspiring Leaders Development Program (ALDP) is now training 30 employees at the GS-9,11, and 12 levels and equivalent to assume leadership roles in the future (Attachments 8,9,10)

The NOAA Leadership Development Program has trained over 60 employees at the GS-13, 14, and 15 levels and equivalent over the past three years. A major component in the curriculum includes studies at the Federal Executive Institute. The Census Bureau Corporate University offers the opportunity to earn a certificate in leadership through the University of Maryland. Since 2002, there have been 12 graduates of this program. The PTO offers programs leading to increasing proficiency as a Supervisory Patent Examiner, Special Programs Examiner, or Quality Assurance Specialist. Over 70 employees have completed these training opportunities.

- Workforce training and development
The LMS includes over 1,100 on-line courses that employees may complete at their desktop. The reports on this system show that over the past two years, over 4,000 employees have successfully completed at least one course using the system. The enhancements to the system will include more course offerings and an expanded reporting capability.

DEMONSTRATED RESULTS

The attached chart (Attachment 13) includes data on the implementation of the strategies designed for the recruitment of leaders, retooling current leaders, comprehensive training and development of future leaders in formal programs, and general workforce training and development for employees at all levels.

CONCLUSION

The Department of Commerce has strategically employed tools and techniques for succession planning management. The approach included identifying leadership and other competencies, establishing objectives and strategies to address them, and defining performance expectations.

The Department conducts ongoing workforce analysis to identify its current and future leadership needs. This analysis includes the size of the workforce, its deployment across the organization, and the competencies needed for the agency to succeed. A formal succession planning management program is in place that includes a review of current and emerging leadership needs in light of strategic and program planning, identifies sources of key position talent and provides for assessing, developing and managing the identified talent. Additionally, the Department conducts regular assessments of its leadership policies and has identified key positions and high-potential employees. Formal programs such as the SES CDP, ELDP, and ALDP have been launched as a method of developing the next generation of leaders.

Indicator (OPM Human Capital Standard for Success)	Results
Workforce study and analysis on leadership are conducted.	Data used to plan and implement the three leadership programs Department-wide.
Formal succession planning or talent management program is in place and its impact is measured.	Analysis of data from the succession planning program is included in the attached chart (Attachment 13).
Written leadership development strategy is tied to workforce analysis and strategic plan.	The leadership development strategy is tied to the workforce analysis data on mission critical occupations.
Documented leadership competencies are tied to the Executive Core Qualifications (ECQs).	The matrix with the training and development program competencies and the mapping to the ECQs is attached.
Documented and communicated leadership skill training program includes all levels of supervisors, managers, and potential leaders.	Leadership skills training opportunities are announced via Dept.-wide broadcast messages and are attended by employees at all levels in the operating units.

Indicator (OPM Human Capital Standard for Success)	Results
A system exists to assess leadership competencies (e.g., identification of high potential candidates for candidate development programs or identification of development needs to be incorporated into individual development plans).	The SES CDP, ELDP, and ALDP opportunities include 100 employees with curriculum designed to assess and improve leadership competencies.
Individual development plans for leaders and managers include formal and informal training.	Managers and leaders receive information and assistance with developing IDPs. As a part of this process, listing formal and informal activities is recommended.
Leadership development program usage and impact are measured and analyzed.	Evaluations of the leadership program usage and impact continue through the two-year cycle.
Policy and methodology for managing high-potential employees are documented.	The recognition and rewards systems are in place and managers are trained and advised on the policies.
Measures of success are documented and tracked.	The organizational performance metrics are in place and the results are being shared among the operating units.
Percentage of women and minorities in career ladders (GS 5-7-9 or similar) is tracked and assessed.	As a part of our recruitment and retention plan, the percentage of women and minorities in career ladders is tracked and the plans are modified to accordingly.
Analysis of workforce demographics (including SES) helps inform succession plans. Analysis includes data such as average grade/age/length of service, distribution of the workforce (by series, grade, gender, race/national origin, supervisory status), turnover rates, and retirement eligibility.	The Five-Year Workforce Restructuring plan includes the analysis of the data for employees at all levels in the organization. This data is used to plan and implement programs and procedures for succession management.

List of Attachments

- 1 --Training and Development Program Competencies by ECQ matrix (separate Word Perfect file)
- 2 --SES CDP Overview (MS Word file)
- 3 --SES CDP data on mission-critical occupations (hard copy)
- 4 --SES CDP Program Plan approved by OPM (MS Word file)
- 5 --ELDP Overview (MS Word file)
- 6 --ELDP data on mission-critical occupations (hard copy)
- 7 --ELDP Program Plan (hard copy)
- 8 --ALDP Overview (MS Word file)
- 9 --ALDP CDP data on mission critical occupations (hard copy)
- 10 --ALDP Program Plan (hard copy)
- 11 --Comparison of the 2004 Department of Commerce Training and Development Programs (MS Word file)
- 12 --2004 Leadership Programs Demonstrated Results in Selections by Mission-Critical Occupations (separate MS Word file)
- 13 --Demonstrated Results in Succession Planning and Management by Mission-Critical Occupations (Microsoft Excel file)

Attachment 2

2004 Senior Executive Service Candidate Development Program

The Office of Personnel Management (OPM) approved the Department of Commerce (DOC) 2004 Senior Executive Service (SES) Candidate Development Program (CDP) on May 26, 2004. The vacancy announcement is open May 26 through June 25, 2004. The 24-month SES CDP will begin in September 2004.

DOC revamped its SES CDP to ensure that the 35 candidates selected would fully meet Commerce's succession planning needs. A cornerstone of the revamped program is to address succession planning needs for positions identified as mission critical; those positions where high attrition rates at the senior levels in the next few years are anticipated.

DOC used a multi-tiered process to determine from which series to make initial selections. The process included (1) using bureau-identified mission-critical occupations as a baseline, (2) analyzing data showing past attrition, accession, retirement and hiring rates for GS-14 and GS-15 (and equivalent) positions, and (3) developing attrition and retirement projections.

As a result, the occupations selected for primary selections in the 2004 SES CDP were mission-critical, among the Department's largest occupational series, and projected to have high attrition rates. For the 2004 SES CDP, selections will first be made from applications in the following occupational series:

Economist	0110	Misc. Administration & Program	0301
Attorney	0905	Gen. Business & Industry	1101
Statistician	1530	Physical Scientist	1301
Meteorologist	1340	Patent Administration	1220

Additional selections may be made from applications in the following series:

Human Resources	0201	Telecommunications Specialist	0391
Fishery Biologist	0482	Information Technology Specialist	2210
Oceanographer	1360	Mathematical Statistician	1529
Physicist	1310		

Attachment 5

2004 Executive Leaders Development Program (ELDP)

The Department of Commerce has developed an Executive Leadership Development Program (ELDP) for high potential employees in the GS 13 and 14 level or equivalent range. The vacancy announcement was open from July 1 to August 6, 2004 (see the program schedule on reverse side of this page). The 24-month ELDP will begin in October 2004.

DOC's ELDP will ensure that the 35 candidates selected will fully meet Commerce's succession planning needs. A cornerstone of the program is to address succession planning needs for positions identified as mission critical – those positions where high attrition rates at the executive levels in the next few years are anticipated.

DOC used a multi-tiered process to determine from which series to make initial selections. The process included (1) using bureau-identified mission-critical occupations as a baseline, (2) analyzing data showing past attrition, accession, retirement and hiring rates for GS-14 and GS-15 and equivalent positions, and (3) developing attrition and retirement projections.

As a result, the occupations selected for primary selections in the 2004 ELDP were mission-critical, among the Department's largest occupational series, and projected to have high attrition rates. For the 2004 ELDP, selections will first be made from applications in the following occupational series:

Fishery Biologist	0482	Misc. Administration & Program	0301
Attorney	0905	Mgt/Program Analyst	0343
Physical Scientist	1301	Gen. Business & Industry	1101
Meteorologist	1340	Patent Examiner	1224
Physicist	1310	Information Technology Specialist	2210

Additional selections may be made from applications in the following series:

Human Resources	0201	Trade Specialist	1140
Economist	0110	Statistician	1530
Electronic Engineer	0855	Chemistry	1320

Attachment 8

2004 Aspiring Leaders Development Program (ALDP)

The Department of Commerce developed a pilot Aspiring Leaders Development Program for high potential employees in the GS-9 to the GS-12 level or equivalent range. The program announcement is open July 1 through July 21, 2004. The 24-month ALDP core-training program will begin in September 2004 (program plan on reverse side of this page). Employees in the Washington, DC Metropolitan Area at the GS 9-12 level or equivalent are eligible to apply during the 2004 pilot program.

DOC's ALDP will ensure that the 30 candidates selected would fully meet Commerce's succession planning needs. A cornerstone of the program is to address succession planning needs for positions identified as mission critical; those positions where high attrition rates at the executive levels in the next few years are anticipated.

DOC used a multi-tiered process to determine from which series to make initial selections. The process included (1) using bureau-identified mission-critical occupations as a baseline, (2) analyzing data showing past attrition, accession, retirement and hiring rates for GS-13 and GS-14 level and equivalent positions, and (3) developing attrition and retirement projections.

As a result, the occupations selected for primary selections in the 2004 ALDP were mission-critical, among the Department's largest occupational series, and projected to have high attrition rates. For the 2004 ALDP, selections will first be made from applications in the following occupational series:

Misc. Admin. & Program	0301	Patent Examiner	1224
Mgmt. & Program Analyst	0343	General Physical Science	1301
Fishery Biologist	0482	Meteorologist	1340
Gen. Business & Industry	1101	Statistician	1530
Trade Specialist	1140	Inform. Tech. Specialist	2210

Additional selections may be made from applications in the following series:

Economist	0110	Physical Science Technician	1311
Electronic Engineer	0855	Meteorological Technician	1341
Electronic Technician	0856		